DOCUMENT RESUME

ED 140 828 IR 004 931

TITLE	SCLINET Annual report 1975-1976.
INSTITUTION	Southeastern Library Network, Inc., Atlanta, Ga.
SPONS AGENCY	Andrew W. Mellon Foundation, New York, N.Y.; Council on Library Resources, Inc., Washington, D.C.
PUB DATE	76
NOTE	53p.; For related document, see ED 121 308
EDRS PRICE	MF-$0.83 HC-$3.50 Plus Postage.
DESCRIPTORS	*Annual Reports; *Cataloging; Interstate Programs; *Library Automation; *Library Networks; Training
IDENTIFIERS	*Southeastern Library Network

ABSTRACT

The third annual report of the Southeastern Library Network (SCLINET) notes the year's progress in membership installation, training, installation of new terminals, increased utilization of the system, growing concern for users' needs, development of the technical program, and improved fiscal position. The year was marked by setbacks, however, due to technical problems which were compounded by OCLC computer operations' move to a central location. The report notes the initial steps the network is taking to meet future demands for increases in size and number of functions performed. Developments in operations, membership, system utilization, training, and the technical program--assembling technical staff, identifying objectives and drafting the program--are outlined. A summary of the actions of the Board of Directors; data on membership, equipment, use of shared cataloging, personnel changes, and publications; lists of network, board, staff, and committee members; and the network's bylaws and financial statements are appended. (KP)

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Annual Report 1975-1976

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Foreword

In human activity as in the realm of inanimate objects, Newton's laws of motion seem to apply. An object at rest tends to remain at rest and an object in motion tends to keep moving. Just so, a threshold of action must be reached for any activity, such as a library network, to achieve a sustaining momentum. A kind of inertia blocks the initial thrust and resists progress. The nuclear engineer collects plutonium until he has a critical mass. When he has enough, his reactor will work; until it is gathered nothing useful will occur. There may be reason to suspect that a library network, too, requires a critical mass in order to initiate and sustain productive action. What is that size? Is there also an upper size limit that, when exceeded, will cause destruction like a runaway nuclear reactor?

Another important area for network development has a parallel in nuclear physics. Radioactive materials are formed and begin at once to discharge their radioactivity. Depending on the substance, the "life" of a radioactive particle may be nearly instantaneous or it may be prolonged for decades. Because the level of radioactivity becomes more difficult to measure as it decays, the custom is to cite the duration in terms of half-life. The half-life begins as the particle or element is formed and ends as the measured radioactivity drops to one-half of its initial value.

A library network also has components with a half-life. One is the computer-communications equipment. Like the radioactive particle, the computer begins to age when it is installed. Recent advances in computer design speed the process by which older equipment becomes obsolete. It is not a question of wearing out or of slowing down but of economic effectiveness. Members in a library network whose increasing membership raises the demands on an old or overloaded system will observe that the half-life of the equipment may have been exceeded and that new equipment and new software will be required at shorter and shorter intervals.

SOLINET has overcome the problem of getting started. A critical mass has been assembled and a sustaining momentum achieved. Members have set their course toward a desirable goal — their collective efforts are beginning to provide the quality of improved library service that can take place only through collective action. As that course is pursued the members should observe the necessary caution due the technical allies they have harnessed. Selection of computers and the software that goes with them must anticipate system growth and the future demand for services. With regard to these computer system components the counter-productive economics of an abbreviated half-life must be fully considered.

SOLINET Board of Directors, 1975-1976

Back, L-R: James Govan, Gustave Harrer, Paul Parker, Ray Frantz, Joseph Boykin. Front, L-R: Robert Edwards, Kenneth Toombs, John Demos, Carroll Gardner, Robert Simmons, Joel Stowers.

Introduction

The third annual report of the Southeastern Library Network (SOLINET) attests to the year's progress in many areas of the network's operations. Between July of 1975 and June of 1976, SOLINET included in its list of accomplishments:

- completion of installations and training for SOLINET charter members;
- installation of 75 new terminals;
- addition of 15 new members to the network;
- increased utilization of the system — not only in numbers of records used, but also in numbers of records input to the data base;
- fulfillment of training grant requirements for the Council on Library Resources (CLR), including the implementation of new training techniques using two new manuals;
- a growing realization of, and concern for, experienced users' needs, coupled with an increased ability to meet these needs;
- assembly of a technical staff;
- identification of objectives in the technical field, and adoption of a recommended evolutionary phased program to meet these objectives;
- improvemen in fiscal position.

This year was also marked by periods of frustrating setbacks. The problems of bringing a new library network into operation seem to be troublesome. Technical problems, compounded by the transfer of the OCLC computer operations to a central location, brought about distressing periods of unreliable service.

Building a giant bibliographic system has unforeseen complexities — sometimes serious ones that cause extra expense and delays. This has been the situation for OCLC and the effects on SOLINET members have been felt as a disappointment for which they were not mentally prepared even though they had been warned of possible difficulties.

The thorny questions of the future must also be answered. There are challenges to be met in terms of membership size, rate of growth, new technology, far-sighted planning, increased capabilities, and service expansion. Each of these must be met with user satisfaction in mind.

Growth is inevitable. Growth is what makes SOLINET dynamic; controlled growth is what makes it stable.

There is no body of theory to tell the network director or manager the optimum size of the network. In the broadest terms it is possible to state a lower limit for size. The library network must be large enough to satisfy two requirements:

1. The product of the number of user-libraries (members) times the number of useful functions (or useful services rendered) times the price per service or function must be equal to or greater than the sum of the costs of providing the services or functions.
2. The user-libraries or members of the network must have perceived among and between them the strengths and weaknesses in their resources and services. They must have learned that they can contribute to benefit others and withdraw to benefit themselves through the mechanism of the network. Without a network this sharing would be more costly, less efficient or completely impossible.

SOLINET's improved financial standing is testament to its ability to meet the first requirement. Though it is harder to determine if the second requirement is being met, there is evidence that the library with low cataloging volume is satisfied even though the per item costs for this user far exceed the per item costs for the large library with high cataloging volume.

A network could be overextended either in the number of members served or in the number of service functions performed. While large networks may reduce their charges to individual libraries by dividing the costs among many, there may be dangers in increasing network size solely to reduce costs.

However, the problems of size are mainly technical (not geographic or administrative) and the technical problem is in the computer/data base/file management area. Given a large computer with a fast-working speed and a large data base, library problems are of such a nature that the execution of multiple inquiries may overload the equipment and increase the response time above an acceptable level. The half-life of such a system will have been reached and the need to replace the system or to reconfigure it for more efficiency will be obvious.

In the body of the report there is further information about the growth of SOLINET membership and about the initial technical steps the network is taking to meet future demand for increases in both size and number of functions to be performed.

Operations

Culminating and dominating the events of 1975-76 was the completion of OCLC Model 100 terminal installations and the initiation of shared cataloging services for SOLINET charter members. The successful connection of each terminal to the OCLC computer in Ohio was a minor triumph, a reward for technical ingenuity, administrative persistence, and unflagging patience. Nearly every installation required special staff effort and a novel solution to some previously unmet peculiarity. There were also general problems, the most common of which were direct derivatives of the newness of the equipment and of the network concept utilizing leased lines to non-urban sites — chiefly academic libraries. The importance of the installation completions could hardly be overemphasized. Successful linkage of an institution's first terminal to the communication circuits signaled the beginning of system use, training with the terminal and, (usually) without substantial delay, the start of productive cataloging effort.

Some libraries made swift and excellent progress; others took the slow and steady route toward full utilization of their terminals and the stored data base.

Figure 1 shows the month-by-month increases in the numbers of SOLINET terminals. SOLINET had originally contracted for 85 terminals. By the end of the year SOLINET had 229 terminals in operation on seven (7) separate leased line circuits. The circuits were planned to provide the best operational rate of message transmission at the lowest cost. Twenty-five terminals on each line keep the lines busy and make possible a response time suited to the cataloger's needs. Obviously, as the year ended, some circuits were overloaded.

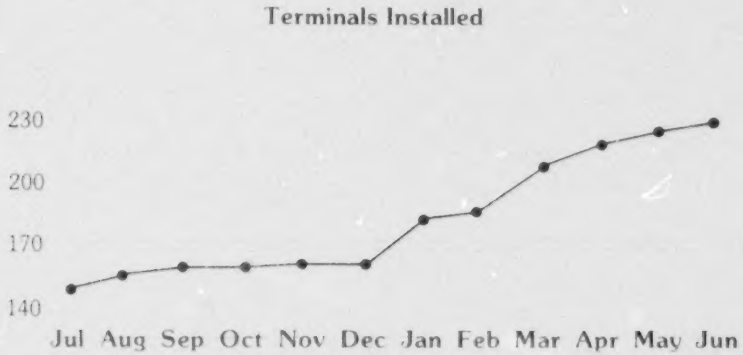

Figure 1. The first SOLINET terminal was installed in January 1975. The graph shows that 154 terminals were in place by July 1975 and that 75 terminals were added during fiscal '76.

Along with the new set of terminals came a new set of problems.

In SOLINET the original problems had been the supply of terminals and modems and the unfamiliarity of the many private telephone companies with the communication requirements and procedures. As the members began to receive and use the equipment, a different set of problems developed in Columbus, Ohio. OCLC relocated its dispersed computer operations to a single location. The optimism that preceded the move and the predictions made for the speed and smoothness with which it could be carried out were not warranted. Despite a monumental effort by the OCLC staff, the computer transfer and reinstallation took a great deal longer than expected. The problems were compounded by the need to relocate and re-cable equipment as a preliminary step to obtaining new computer equipment. The result for the SOLINET users was a frustrating period of unreliable service and an unacceptable increase in the response time of the system when it was working.

Figure 2 illustrates the reduced productivity of the system for SOLINET users during the fall and early winter — the period of the move and the reinstallation of the hardware.

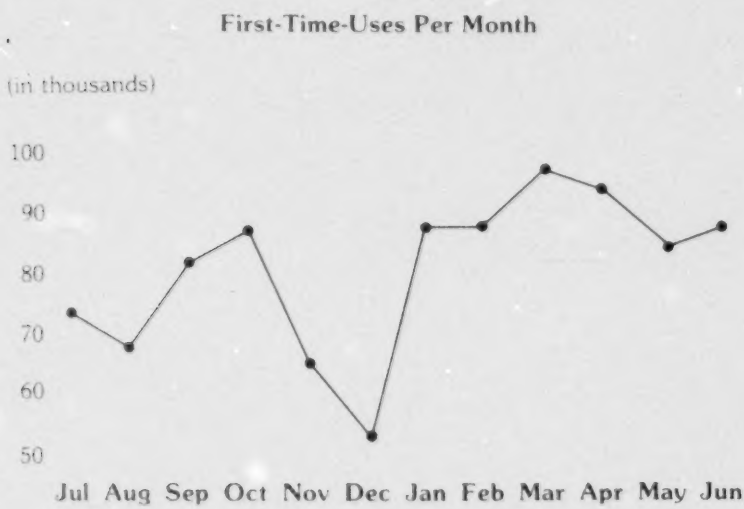

Figure 2. The graph indicates the severe drop in productivity that coincided with the move of OCLC to new quarters and the loss of available machine time for shared cataloging.

Perhaps it was doubly unfortunate that the preliminary announcement of fiscal '77 projected service charges for OCLC services coincided with the period of worst service to members. They were in near revolt and the full effort of the technical staff was placed on planning for complete and total independence from OCLC.

There are factors, however, that hold these problems in balance. In a period of forty months the eighty-nine participating charter members had brought to life in each of their libraries a working regional network whose initial facilities would improve and speed the monograph cataloging process and at the same time contribute to improved acquisitions and interlibrary loan processing. It must be added that this service initiation could not have happened in such a short time apart from the Ohio College Library Center. The pioneering effort of that group, the results of which were shared among SOLINET members and throughout the United States, made the services both possible and practical. Even so, SOLINET could not so quickly have become a major network among libraries in the Southeast without the faith, work, patience and dollars of the charter members who assembled SOLINET and set it going.

Membership

SOLINET began the year with ninety-nine members. Most of these members proceeded to acquire terminals for participating in the shared cataloging program with OCLC. A few joined but chose not to participate.

Several Florida Junior Colleges, selected for membership by the Florida Department of Education, are not participating and their membership has been dropped:

Central Florida Community College, Ocala
Indian River Community College, Ft. Pierce
Lake-Sumter Community College, Leesburg
Manatee Junior College, Bradenton
North Florida Junior College, Madison
Okaloosa-Walton Junior College, Niceville
Polk Community College, Winter Haven
Tallahassee Community College, Tallahassee

Fayetteville State University, Fayetteville, North Carolina, has also been dropped from memberhip.

However, as the news of the beginning of shared cataloging service reached into the non-member institutions of the SOLINET states, there was a renewal of interest in membership. By Board of Directors' action the number of new membership applications to be accepted during the year was limited to fifteen and in the end this number was just adequate for the institutions that applied. Addition of fifteen members created an expected increase in the staff load but it was absorbed without adding to the staff.

This limitation was imposed as a restraint on unrestricted growth; the goal being excellence of service and not size of membership.

By the end of the year membership stood at 106 institutions. Those accepted were:

Baptist College at Charleston, Charleston, SC
Bowman Gray School of Medicine, Winston-Salem, NC
Emory and Henry College, Emory, VA
Francis Marion College, Florence, SC
George Mason University, Fairfax, VA
Kentucky Department of Library & Archives, Frankfort, KY
Old Dominion University, Norfolk, VA
Richland County Public Library, Columbia, SC
Southeastern Louisiana University, Hammond, LA
Thomas More College, Fort Mitchell, KY
University of Mississippi, University, MS
University of New Orleans, New Orleans, LA
University of Richmond, Richmond, VA
University of South Carolina School of Medicine, Columbia, SC

Virginia Polytechnic Institute & State University,
Blacksburg, VA

The 106 members of SOLINET are listed in Appendix C of this report.

The annual membership meeting was held in accordance with the bylaws on May 13, 1976 at the Air Host Inn in Atlanta. One hundred sixteen persons representing ninety-two institutions attended to hear reports, elect Board members and to pass an action maintaining, without change, the fees and dues schedule for fiscal 1977. No other actions were taken at this meeting.

System Utilization

System utilization is an important benchmark for network operations and gives some indication of network growth. It is unfortunate that the basis available for comparison is not a full year but rather the six-month period beginning in January 1975 when the first SOLINET installation was made at Emory University. With this limitation on interpretation, Figure 3 indicates the extent of system use during the first eighteen months. Records for the comparable six-month periods, January through June 1975 and 1976 show that first-time-use, the basis on which charges are made, increased sixfold. Other system uses were similarly doubled and redoubled. Total records used increased by more than one million during fiscal 1976 and the number of records added to the data base grew by more than seventy thousand.

It is also instructive to review SOLINET activity in comparison with that of other OCLC participating regional networks. The chart, Figure 4, shows this data. SOLINET members are, together, the largest user of OCLC service. In 1976 SOLINET accounted for nearly 24 percent of OCLC system activity. The next largest user group, OCLC (Ohio), accounted for about half of SOLINET's volume, 13 percent. However, the same two networks, OCLC (Ohio) and SOLINET, were nearly equal in adding new entries to the data base. The figures are both interesting and remarkable but they should not be interpreted as trend-setting. The time span for measurement is too short and in all likelihood other networks will experience the initial growth that SOLINET has already had and will challenge its position as a volume leader. It should also be added that the number of members and the amount of system activity can claim no fame unless the results within individual libraries meet the perceived needs.

There is one trend, however, that seems to be holding up. This is the trend toward more activity each month. Figure 5 indicates for SOLINET the *average* monthly volume of first-time-uses. The points shown are obtained by dividing the number of first-time-uses by the number of months over which those uses were accumulated.

Figure 6, is a graph for the narrative that follows. Only first-time-use is diagramed but the graph line reflects the onset and solution of the major problems encountered in system operations. The 1975 line shows the swift start with which shared cataloging began. There was some leveling of the line in May reflecting a slowdown in terminal delivery and installation that had occurred earlier. By June, the graph indicates that deliveries had resumed and that production was on a fast track. When fiscal year 1976 began, there was a big jump in activity. This could be traced directly to the giant effort made by OCLC personnel to complete terminal installations for charter members. Production declined during August vacations but reached new heights after Labor Day. Response time declined in the fall and members could not keep up with their incoming materials. *(Text continued on page 11.)*

OCLC/SOLINET System Use

Month	Total Records Used	First-Time-Uses	Records Input
January 1975	1,764	1,649	123
February	4,715	4,095	445
March	11,530	9,970	1,000
April	21,094	17,876	2,116
May	24,291	19,364	3,198
June	43,895	36,355	3,938
TOTAL Annual Fiscal '75	107,289	89,309	10,820
July	86,139	73,049	6,422
August	83,298	68,295	5,688
September	97,151	81,160	4,748
October	114,109	88,252	7,616
November	81,900	64,463	5,888
December	66,638	52,450	4,408
TOTAL First Six Months	529,235	427,669	34,770
January 1976	110,239	89,239	7,348
February	112,117	89,383	8,337
March	123,116	99,150	8,983
April	118,864	94,824	8,877
May	109,478	86,789	7,016
June	113,472	89,908	7,754
TOTAL Six Months	687,286	549,293	48,315
TOTAL Annual Fiscal '76	1,216,521	976,962	83,085

Figure 3. Table of System Use, January 1975 through June 1976.

	Total Copies of Books Cataloged		Chargeable First-Time Uses		Input Cataloging		Percent Cataloging Using Existing Records	
	1974/75	1975/76	1974/75	1975/76	1974/75	1975/76	1974/75	1975/76
Ohio College Library Center	806,594	1,076,124	409,925	524,701	98,012	81,008	80.7	86.6
AMIGOS Bibliographic Council	260,908	681,028	201,991	519,037	23,814	48,050	87.5	91.5
Bibliographic Center for Research	—	721	—	670	—	35	—	95.0
Consortium of Universities of the Washington Metropolitan Area	—	57,195	—	49,818	—	3,572	—	93.3
Cooperative College Library Center	38,429	37,797	14,618	16,428	216	163	98.5	99.0
Federal Library Committee	62,966	104,271	29,197	59,432	24,991	23,753	53.9	71.4
Five Associated University Libraries	160,343	162,989	109,946	124,374	34,354	23,363	75.2	84.2
Higher Education Coordinating Council of Metropolitan St. Louis	20,121	58,317	13,118	34,221	2,639	4,783	83.3	87.7
Illinois Research and Reference Center Libraries	85,143	185,404	46,779	135,495	4,716	9,169	90.8	93.7
Independent Organizations	24,289	157,581	17,567	121,676	444	9,246	97.5	92.9
Indiana Cooperative Library Services Authority	—	57,248	—	44,926	—	825	—	98.2
Michigan Library Consortium	—	112,186	—	97,008	—	6,910	—	93.4
New England Library Information Network	493,446	586,868	375,685	457,733	57,903	50,103	86.7	90.1
Pennsylvania Area Library Network	163,227	397,889	127,130	318,322	21,134	25,887	85.8	92.5
Pittsburgh Regional Library Network	91,316	211,519	56,410	155,929	6,096	8,999	90.3	94.5
Southeastern Library Network	107,289	1,217,931	89,309	978,185	10,820	83,259	89.2	92.2
State University of New York	240,96	562,192	195,196	445,021	19,388	27,434	91.0	94.2
Wisconsin Library Consortium	—	40,568	—	35,902	—	1,585	—	95.8
TOTAL	2,555,056	5,707,828	1,686,871	4,118,878	304,527	408,144		
AVERAGE							84.7	91.0

Figure 4. Titles cataloged in 1974/75 and 1975/76. Reproduced from OCLC 1975/1976 Annual Report.

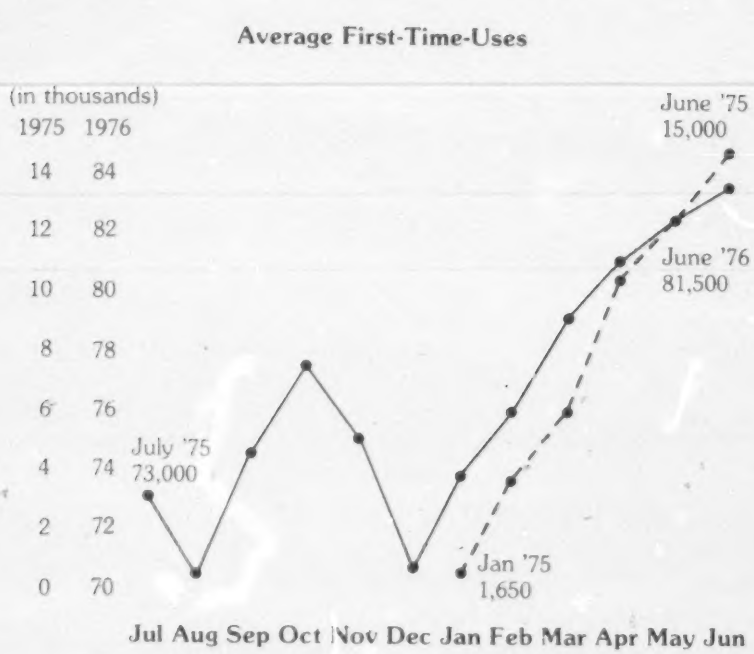

Figure 5. Average Monthly First-time-uses, Fiscal '75 and '76.

"Feathering," a system by which OCLC attempted to improve service by restricting the hours of access for each user on a scheduled basis, began a long list of attempts to meet the accepted criteria for response time. Saturday operation was begun and member libraries seized on the chance to meet their cataloging goals. Libraries rescheduled staff hours before and after the usual business hours to avoid slow response time during maximum system use periods. OCLC improved the computer system with hardware additions and software changes. By January the turnaround in service was visible on the chart and two months later system usage in SOLINET hit its peak for the year. However, installation of the added search keys precipitated another period of increasing (worsening) response time. The decline in production that followed was predictable and the slight recovery at year's end followed restrictions on the peak-time use of these extended searches. In early June, OCLC imposed a moratorium on new terminal installations to restrict message traffic on the system and thus control the deterioration of response time. As the year ended there were high hopes that the installation of a third computer in a triple-processor system would relieve the current problems and make possible lifting of the installation moratorium.

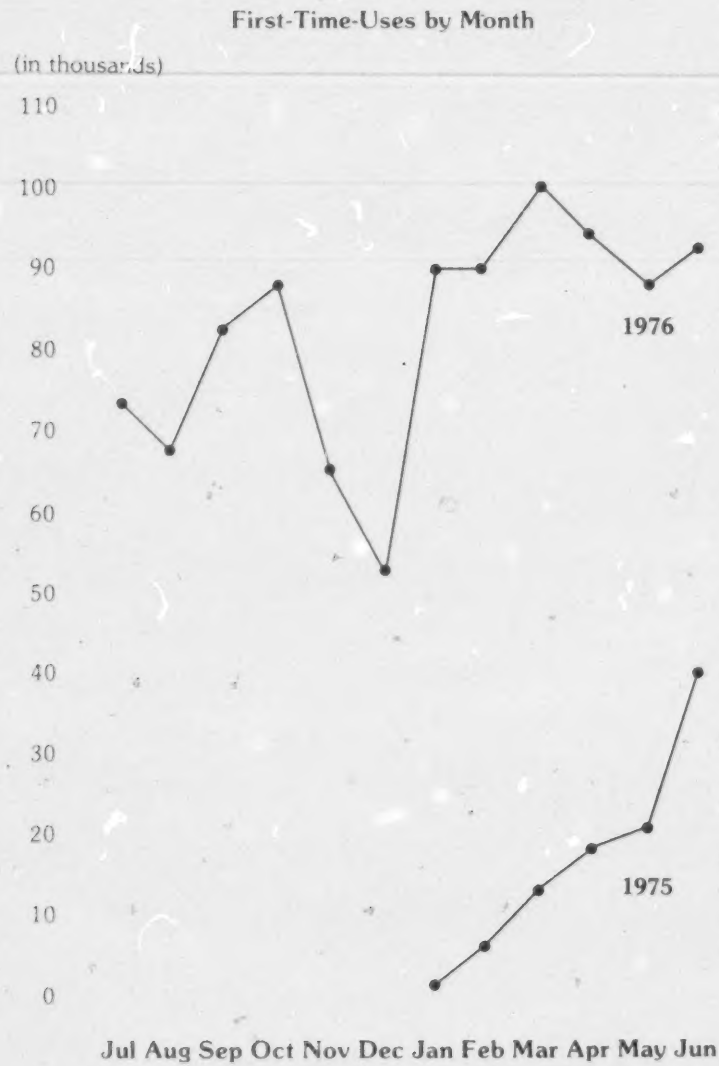

Figure 6. SOLINET First-time-uses by Month, Fiscal '76, and January-June, 1975.

Training

The most important training program accomplishments in 1975-76 were completion of the training of the charter members, transition to training for new members, completion of the requirements of the training grant from the Council on Library Resources including issuance of the *SOLINET Terminal Training Manual*, a meeting on retrospective conversion projects, and a series of discussion group meetings.

The basic activities of the training staff, Kenneth Thomas and Michele Newberry Dalehite, remained much as described in the 1974-75 annual report. These activities included receiving training from OCLC, exchanging training material and methods information with other networks, developing written and aural training materials, planning and holding workshops, terminal-use training in institutions, developing catalog card profiles, coding profiles for data processing machine input and, finally, conversing and corresponding extensively with shared cataloging system users. This last-mentioned duty stands as a most important one in the work of SOLINET training personnel. Member satisfaction depends equally on system utility and on the member's ability to make that utility work in the local situation. System function is in the hands of OCLC but SOLINET personnel must see that the system is properly introduced to the member.

There is no substitute for carefully organized training material or for patient individual guidance in developing of the new skills that must be learned and exercised by those who will supervise or operate OCLC terminals. The SOLINET training staff has given first priority to this area of their activity and has done so with success. Going beyond the basics of explaining and demonstrating the terminal, the training team has begun by helping an institution to prepare for radical changes. This is accomplished through discussion and correspondence with the personnel involved — helping them to see that the advent of SOLINET/OCLC services in the technical processing department of the library will necessitate careful reconsideration of work-flow patterns and book processing steps. Memoranda and other training materials in written and recorded form are distributed to help member personnel learn the MARC formats and how they will be used in shared cataloging. When these steps are accomplished, the training unit undertakes the more straightforward task of teaching system use procedures, terminal use, error correction and reporting.

During the year the last of the charter members participating in OCLC services and several new members completed training.

In July eight charter members were visited for terminal-use training and in each of the next three months one charter member was visited. The last visit in October marked the end of the initial training program for charter members.

In October two non-charter members that were part of a cluster with a charter member completed the training sequence. From March through June twenty-two new members completed the sequence.

The change from training of charter members to training new members was marked by a reorganization of training materials and a formalizing of the training sequence. A major change in the sequence was the elimination of visits to most libraries during preparation of the catalog card profile.

Council on Library Resources Training Grant

Another important event was the completion of the requirements of a training grant from the Council on Library Resources. As soon as SOLINET began forming, the officers realized that training would require excellent training materials. The Council on Library Resources was persuaded to assist SOLINET through a generous grant.

The grant of $10,000.00 was awarded to enable SOLINET to develop and extend its efforts in the training of catalog librarians. These individuals had only minimum exposure to the technology of computers and none at all to the opportunity of shared cataloging available to them as SOLINET participants. No suitable schools or short courses were available. The only printed materials available were those authored by the Ohio College Library Center, *On-Line Cataloging* and *Design of Formats and Packs of Catalog Cards*.

Two manuals were produced to meet the need. The first was the *SOLINET Terminal Use Manual*. It focused on terminal operations for cataloging and combined a manual prepared by NELINET (New England Library Information Network) with examples of searching problems gathered by PALINET (Pennsylvania Area Library Network) and information on procedures implemented after the preparation of the NELINET manual.

The second, the *SOLINET Terminal Training Manual*, issued in May, 1976, is a workbook and audio-tape kit of five lessons. The lessons' topics are: operation of the keyboard and terminal, searching, editing existing data base records, input of new records, and catalog card ordering. The goal was to develop lessons that would lead a new operator through the fundamentals of terminal use with little or no supervision needed.

Preparation of the kit began with the creation of an outline of topics to be covered and the gathering of examples. Next a draft of the text of the tapes and workbook was prepared and simultaneously tested at an OCLC 100 terminal by the author.

The lessons were reviewed by an editor experienced in the preparation of instructional materials. The result of her revision was recorded and tested by a new operator at the Georgia Institute of Technology. The revision resulting from that test was the version that

was produced. The lessons were tape recorded by a professional recording artist in a local recording studio; audio cassettes were produced from the master tapes. The workbook was printed and one copy of the kit was distributed to each SOLINET member institution. Copies are available to others at the cost of production — $30.00.

Training Program — Evaluation. Preparation of the grant's final report provided an opportunity to evaluate the training program. Nine SOLINET libraries were selected at random to prepare a brief evaluation of the training program offered to charter members. Seven responded. Three rated the program excellent. Four rated it adequate to very good.

Most rated the large group meeting (October 2, 1974) as the most effective part of the program. The panel of Ohio librarians helped to overcome reservations about the OCLC system and spoke in terms of the practical and realistic rather than the theoretical and philosophical. The terminal training visits to libraries were praised for their attention to the needs of the individual library.

The documentation for the system and the bibliographic records meetings received mixed reactions. The primary documentation for charter members was OCLC's *On-Line Cataloging* which was generally viewed as out-of-date. The *SOLINET Terminal Training Manual* (audio-tape kit) issued in May 1976 has been in use by five new SOLINET libraries. They have found it helpful. The SOLINET training staff believes that these five libraries have been well prepared (partly due to the *SOLINET Terminal Training Manual*) for the terminal training workshop.

Most libraries believe that the seven sub-regional bibliographic records meetings would have been more meaningful to libraries if they had been held after the libraries had been able to practice with a terminal or had at least seen one in operation. (This condition would have been difficult to meet for the charter members.)

The most significant comment was this: "Those who had done the greatest amount of 'homework' benefited most from the training sessions."

SOLINET is pleased to express thanks to the Council on Library Resources for its assistance in funding the training program and for enabling SOLINET to develop the audio-tape workbook kit.

Informational Meetings

During the year, meetings to supplement the basic training program were held. Beginning September 16th, the Training Section conducted a meeting to discuss projects for the conversion of printed retrospective catalog information to machine readable form. John Claytor (COMCAT/Orlando Public Library), Linda Lockwood Smith (University of North Florida), Helen Walzer (Georgia Institute of

Technology) and Virginia Kuehn (Florida State University) reported on conversion projects at their institutions and answered questions.

During February nine discussion group meetings were held in eight cities to provide member libraries an opportunity to converse with each other and SOLINET training staff on questions of day-to-day system use. Most members sent two or three representatives to one of the meetings. Each meeting was hosted by a different SOLINET institution. The hosts were: Georgia Institute of Technology, Tulane University, Mercer University, Tampa-Hillsborough County Public Library, University of South Florida, Joint University Libraries, University of South Carolina, North Carolina State University, and Wake Forest University.

1975-76 was a transitional year for the training program. The training of charter members was completed and the continuing process of training new libraries and meeting the needs of the experienced users began.

Technical Program

The technical program at the beginning of the year was, at best, vaguely defined and was lacking the support of any professional technical staff members. During the year three professionals were added to the staff. These individuals helped solidify the technical position and document working objectives. In view of the objectives, alternative plans were examined and evaluated. A plan calling for the extended utilization of the OCLC on-line system was chosen. This plan will allow the SOLINET technical program to evolve as needs require and will reduce the potential turbulence of a radical disassociation from the OCLC system.

When James Kennedy, SOLINET technical director, left to accept the position of executive director of AMIGOS in Dallas, Texas, the technical effort, which had barely started, was suddenly reduced to zero. A substantial recruiting effort was undertaken but it was not until May of 1976 that the critical positions in the group were filled. Randall Cravey, technical coordinator, was first to join the reconstituted technical staff. Mr. Cravey came to SOLINET in August with a background in the use of computers in libraries. He had helped design and had worked extensively with the installed systems for book cataloging, serials records, and circulation control at the Florida Technological University in Orlando, Florida. Richard James of Atlanta joined SOLINET in October as communications specialist. His experience in computer operations included work at The Coca-Cola Company and The First National Bank of Atlanta. In May of 1976, Henry Howell was named technical director of SOLINET. Mr. Howell brought to SOLINET highly relevant experience in the development of multi-state, on-line, time-shared computer systems. He had held leadership positions in NASA satellite programs, IBM, and the Avis Company. This group of individuals provided the technical direction for the year.

At the beginning of the year the widely held idea of a technical plan for SOLINET's future development was one that encompassed development of an OCLC-like computer and communications center in Atlanta. The members had been given the idea that such a center would be constructed and, following through on what amounted to a promise, seemed to be both reasonable and proper. What remained was to gather the necessary resources, set about the task and accomplish it. As the technical staff was reassembled they were charged to examine the plan and report on the proper course for making a start.

When they did so, it became evident that the membership had been allowed limited input in defining the regional support that was required. Therefore, a Library Systems Survey questionnaire was developed and mailed to the membership.

The survey was to obtain a membership response that would guide future technical efforts. In the replies, the members suggeted that their priorities for regional support were:

1 — Cataloging system for monographs
2 — Cataloging system for serials
3 — Cataloging for non-books (maps, music, etc.)
4 — Interlibrary loan
5-6 — Acquisitions
5-6 — On-line authority files

All of the other proposed services that could be offered were perceived to be of less value to the membership.

Based on the results of the Library Systems Survey and the momentum responsible for the initial plan, several technical objectives were identified. These objectives were:

A. to provide those interactive library services that are most cost-effective at the regional network level;

B. to provide access to an integrated data base that may be used for a variety of services;

C. to reduce members' cataloging time and expense by:

1. providing access to LC originated MARC cataloging, as well as to other MARC and preMARC cataloging

2. providing access to original cataloging by authorized institutions.

D. to provide access to other on-line regional bibliographic data bases and to commercial data bases, e.g., DIALOG, MEDLINE, NYT, ORBIT.

With these objectives in view, alternative plans for proceeding toward the objectives were defined:

A. remain with OCLC and continue to acquire their services;

B. affiliate with another network's data center (e.g., BALLOTS, University of Chicago, WLN) and acquire their services in lieu of OCLC's;

C. acquire a system from another network, install it within the SOLINET region, and provide independent services;

D. develop a new system, install it in the SOLINET region, and provide independent services; or

E. plan for a long-term affiliation with OCLC, or other network data center, and pursue the cooperative, phased development of complementary systems.

Each of these plans was individually evaluated. Randall Cravey, working first by himself and later with Richard James, tackled the evaluation

task. The task included gathering and comparing information on the systems at BALLOTS (Stanford University), University of Chicago, the Library of Congress, Washington Library Network, DOBIS (Dortmund University), Blackwell North America, and Inforonics Corporation. This penetrating study and prolonged serious effort led to the draft of a document, "Development of a SOLINET Bibliographic Center in Atlanta — Cost Estimates."

Later, after some tests and re-drafts, the technical team prepared and distributed for Board and staff use a more comprehensive document, "SOLINET Technical Program Summary (STEPS)." This document gave SOLINET, for the second time, a framework charting the technical course. (The earlier Kennedy-Eckhart report had become obsolescent as events had changed the situation that the authors had used as a starting point.)

Using the STEPS information, the technical alternative plans were evaluated in terms of the technical objectives, the system priorities as expressed by the membership, and the ultimate cost of each alternative. No one plan could be categorically identified as "the best." The obvious positive and negative features of each were identified. After deliberation and review of the facts, the technical staff recommended to the Board that SOLINET adopt a plan which was an evolutionary phased program. This program called for an extended affiliation with OCLC which would embody both joint and cooperative technical developments in such a manner that the objectives of each organization could be realized. The reasons for this recommendation were:

A. SOLINET could begin with a small technical staff and a minimum investment

B. Valuable expertise could be acquired in a programmed fashion

C. Beginning with only one portion of the total on-line system, e.g., the communications network, SOLINET could concentrate its efforts and perfect this operational unit before undertaking a second portion

D. OCLC does enjoy certain economies of scale. So long as OCLC can deliver satisfactory services at economical rates, abandoning the savings available to members of SOLINET would be a mistake.

The Board accepted and approved the staff recommendation in the spring of 1976.

Using the Board-approved plan as the basis for charting the technical course and after reviewing the status of the communications network, the technical staff entered into joint efforts with OCLC which were expected to lead toward the installation of a communications processor in the SOLINET region. Draft agreements were compiled, schedules were detailed, and resources were coordinated for a concerted effort to make an installation within six months.

When the final discussion period began in April, OCLC was simultaneously working toward a similar goal with the New England network (NELINET). As the demands for OCLC's technical attention and resources began to increase, OCLC was forced to re-evaluate its position and assume a posture calling for the implementation of only one remote prototype communications processor. The successful implementation of the prototype would be used as a guide for the implementation of successive processors at other sites. NELINET had requested support for such an arrangement prior to SOLINET's request. Therefore, NELINET was selected for the prototype site. Additional efforts with SOLINET were suspended with the anticipation that they would be resumed in early 1977. As a result of this suspended effort and since the communications processor is the critical link to other on-line operations, the SOLINET staff was forced to begin redeveloping a technical schedule for the next several months.

Several peripheral activities were occurring in concert with the development of the central technical program. One activity was the evaluation of the terminal maintenance agreement. The existing arrangement provided OCLC as the sole source for all terminal malfunction diagnosis and maintenance. (Syntonic, Inc. acts as field agent for component replacement.) Based on the service record that was being compiled and the required transfer of funds, such an arrangement was open to questions of economy and effectiveness. In addition to noting the questionable points in the service program, the evaluation allowed SOLINET to offer to the membership, for fiscal year '77, a modified terminal maintenance agreement which was a liberalized version of the OCLC agreement. This technical activity was one of several that was handled in the course of daily activities. Undoubtedly, each of these activities, along with planning the technical program, had a substantial impact on the SOLINET organization.

Attempts to measure the impact of the technical achievements for the year would result in subjective feelings, not milestones reached. The most notable achievements were the assembly of a competent professional staff and the charting of a technical course for evolutionary, phased development.

Future developments will be based on the established technical program. This program projects that the future short-term and long-term goals will include:

A. continued efforts to optimize the communications network;

B. efforts to develop products and services which will enhance or complement those provided through OCLC;

C. efforts to evolve into a regional center which will be properly coordinated with the emerging national plans for library networks.

Appendices

Appendix A
Actions of the Board of Directors and Membership

This section of the report brings together a summary of the notable actions taken during the year by the Board of Directors and the membership.

In July 1975, the Board of Directors:

Elected officers in accordance with the bylaws:

Ray W. Frantz, Jr.	Chairperson
James F. Govan	Vice-Chairperson
Joel A. Stowers	Secretary
Gustave A. Harrer	Treasurer

Appointed a committee to seek grant funds:
Kenneth E. Toombs, Chairperson
Johnnie E. Givens
John H. Gribbin

Appointed an *ad hoc* committee to review membership criteria:
John T. Demos, Chairperson
Joseph F. Boykin, Jr.
Robert H. Simmons

Accepted the membership applications of the following institutions.
Old Dominion University
Northeast Louisiana University
University of South Carolina School of Medicine

Accepted the principle that the 15% surcharge applies to member records retrieved on archive tapes from OCLC. Also accepted the principle that the current SOLINET surcharge of 25 cents for first-time-use applies to system usage in reclassification projects.

Agreed to follow the OCLC policy on terminals in library schools, to wit, a library school in a member institution may order a terminal through a member library and use it for training purposes without paying a separate membership charge or service fees other than those for communications and maintenance in accord with OCLC policy.

Adopted definitions of a cluster, a processing center and a union catalog for fee purposes. (Fees were set at the May 1975 meeting.)

In September 1975, the Board of Directors:

Ruled that applications for membership reach the Board members two weeks before they are considered for action.

Accepted the application for membership of George Mason University.

In December 1975, the Board of Directors:

Voted to send a letter of protest to OCLC regarding the proposed fee increase for Fiscal Year '76.

Authorized necessary action be taken to bring the bylaws and charter into conformity with tax laws for non-profit organizations.

Voted to purchase insurance coverage for Board members against possible judgments rendered by a court should the Board be sued for damages.

Instructed the Executive Director to initiate a nationwide search for a technical director.

In January 1976, the Board of Directors:

Approved the formation of two special committees: the technical advisory committee and the financial advisory committee.

Authorized the Executive Director to proceed with the steps leading to the acquisition by lease or by purchase of the equipment necessary for the concentration of leased line data communication facilities in Atlanta.

Empowered the Executive Director to negotiate for the purchase of the SOLINET member archive tapes from OCLC.

Established as a principle of SOLINET operation that the growth of the membership be limited to provide the best service at the lowest cost.

Restricted the number of new members to be admitted during fiscal 1976 to fifteen (15) institutions.

Limited the number of terminals to be installed in SOLINET institutions to 325 for the present.

Accepted the membership applications of the following:

Bowman Gray School of Medicine
Emory and Henry College
University of Richmond
Kentucky Department of Library and Archives
University of New Orleans

In February 1976, the Board of Directors:

Approved the charge prepared for the work of the technical advisory committee.

Appointed an *ad hoc* committee to review the administrative policies applicable to the operation of SOLINET. The members are: Ray W. Frantz, Jr., Chairperson, Gustave A. Harrer and Paul C. Parker.

Approved sending to SREB a letter stating that seeking CLR funds for a joint study of governance and management would be premature in the light of certain critical actions now taking place.

Accepted the membership applications of Richland County (SC) Public Library and Baptist College at Charleston.

In April 1976, the Board of Directors:

Accepted technical principles for technical activity. The principles are that SOLINET shall:

- implement a communications center;
- develop cost-effective services while utilizing the OCLC data base;
- participate in the joint development of the OCLC follow-on system.

Empowered the Executive Director to sign an agreement with OCLC relating to the establishment of a communications concentrator in Atlanta.

Empowered the Executive Director to negotiate an agreement with OCLC for the purpose of establishing a jointly governed and jointly funded development activity leading toward the bibliographic system that will be required as a major system replacement for the existing OCLC system and its immediate successors.

Authorized the Executive Director to ask SREB to invest such SOLINET sums as may be available for investment purposes in income producing securities, bonds, or paper of the U.S. Treasury, or in other securities of very low risk which will produce a greater yield.

Appointed Henry G. Howell as Technical Director.

Adopted the fiscal 1977 budget plan.

Approved amendments to the articles of incorporation to comply with Internal Revenue Service requirements.

Accepted the membership applications of Francis Marion College, Thomas More College, and the University of Mississippi. (The University of Mississippi was accepted effective July 1, 1976.)

In May 1976, the Board of Directors:

Voted to renew its recommendation to SREB that a network governance study be deferred for a time.

Voted to ask the immediate past chairman of SOLINET to serve for one year on the Board of Directors as a consultant/advisor without vote.

Accepted the membership application of Virginia Polytechnic Institute and State University.

In May 1976, the membership of SOLINET:

Heard the required reports and accepted them.

Renewed the dues and fees structure without change from Fiscal Year '76.

Agreed to the minor changes in bylaws required by the Internal Revenue Service and to conform with SREB organization.

Elected Frank P. Grisham, William C. Highfill and Shirley M. Tarlton to serve on the Board of Directors for a term of three years each.

Appendix B
Administrative Activity

Membership	1975-76	1974-75
Total members (year end)	119	118
Active*	115	106
ASERL members	24	23
Other academic	78	72
State libraries	6	5
Public libraries	6	5
Special libraries	1	1
Cluster members	7	9
Inactive	4	12

*Active is defined as a member participating in the use of the shared cataloging system.

Equipment in use (year end)	1975-76	1974-75
Terminals	229	155
Modems (data sets)	117	88
Leased line circuits	7	7

SOLINET use of the shared cataloging system

Item	1975-76	1974-75
A. Total titles cataloged	1,061,470	100,129
B. FTU's billed to the institutions	978,185	89,309
C. New titles input into the OCLC data base	83,285	10,820
D. Percentage of new titles input (new titles/total titles)	7.84%	10.81%
E. SOLINET institution holding symbols in the OCLC data base	2,394,921**	100,129
F. Institutions cataloging per year:		
24,000+ titles	7	1
12,000 - 23,999	30	0
5,000 - 11,999	27	5
2,000 - 4,999	18	2
1 - 1,999	29	77
Inactive or training	8	33

**The Florida COMCAT Project was terminated December 31, 1975. During its twelve month period of operation, COMCAT recorded 1,233,322 institution holding symbols. The 1975-76 figure on line E is adjusted to reflect the efforts of this project.

Personnel Changes

Additions:

G. Randall Cravey, Technical Coordinator, July
Anne Early, Project Assistant, October
Leslie Gullatt, secretary, October
Mary Lou Hall, intern, October
Henry G. Howell, Technical Director, May
Patsy Hudgins, secretary, September
Richard James, Communications Specialist, October
Regina Thurmond, secretary, August

Terminations:

Camille Josey, September
Mary Lou Hall, December

Publications

SOLINET Terminal Training Manual
SOLINET Annual Report, 1974-1975
SOLINEWS (Volume 3, Numbers 3, 4, 5, 6; Volume 4, Numbers 1, 2, 3, 4)
Memoranda Series (July 1, 1975 through June 30, 1976)

Memoranda Series (July 1, 1975 through December 31, 1975)

1975-30	SOLINET Membership	July 23, 1975
1975-31	Billings for SOLINET Service	August 1, 1975
1975-32	SOLINET Data Base Quality Control Committee	August 4, 1975
1975-33	Unusable Catalog Cards	August 7, 1975
1975-34	AACR Revised Chapter 6 and ISBD (M) Addendum to On-Line Cataloging	August 8, 1975
1975-35	SOLINET Meeting on Retrospective Conversion of Catalog Records to Machine Readable Form	August 12, 1975
1975-36	Follow-up Procedures on Problem Terminals	August 25, 1975
1975-37	Acquisition of COMCAT Terminals	September 11, 1975
1975-37	(Revised) Acquisition of COMCAT Terminals	September 24, 1975

1975-38	Reclassification Projects and Retrospective Data Base Conversion	September 15, 1975
1975-39	Measures to Reduce Response Time	September 17, 1975
1975-40	Saturday Operations	September 30, 1975
1975-41	Feathering	October 2, 1975
1975-42	SOLINET Library Systems Survey	October 1, 1975
1975-43	Attached Document from OCLC	October 6, 1975
1975-44	Errata for On-Line Cataloging	October 8, 1975
1975-45	Feathering	October 9, 1975
1975-46	OCLC Tape Services	October 15, 1975
1975-47	OCLC Service Prices—Effective July 1, 1976	October 27, 1975
1975-48	SOLINET Discussion Groups	October 30, 1975
1975-49	Duplicate Records	November 14, 1975
1975-50	Establishment of SOLINET Groups to React to OCLC's Ideas for Future Development	December 1, 1975
1975-51	SOLINET Libraries System Survey	December 16, 1975
1975-52	SOLINET Discussion Group Meetings	December 19, 1975
1975-53	Revised Error Report Form	December 19, 1975
1975-54	OCLC Terminals	December 24, 1975

Memoranda Series (January 1, 1976 through June 30, 1976)

1976- 1	Answers to Questions asked of SOLINET Staff in Preparation for Discussion Group Meetings	January 16, 1976
1976- 2	More Answers to Questions asked of SOLINET Staff in Preparation for Discussion Group Meetings	January 30, 1976
1976- 3	Still More Answers to Questions asked of SOLINET Staff in Preparation for Discussion Group Meetings	February 6, 1976
1976- 4	Annual Membership Meeting	March 8, 1976
1976- 5	OCLC Documents	March 8, 1976
1976- 6	Cost of Shared Cataloging Service	March 23, 1976
1976- 7	OCLC Acquisitions Survey	March 24, 1976
1976- 8	Distribution of Five Enclosed OCLC Documents	March 26, 1976
1976- 9	Prices Effective July 1, 1976	March 29, 1976
1976-10	OCLC Data Base Index Changes	April 20, 1976
1976-11	Moving the OCLC 100 Terminal	May 6, 1976
1976-12	Unusable Catalog Cards (Supersedes Memorandum 1975-33)	May 11, 1976
1976-13	New Form for Requesting Additions, Deletions and Changes of	

	Authorization Numbers for Terminal Operators	May 18, 1976
1976-14	ALL PRODUCE Function	June 1, 1976
1976-15	Availability of Manuals on Use of the OCLC System Prepared by PALINET and AMIGOS and Distribution of OCLC Technical Bulletin No. 9 on the Accession List Service	June 21, 1976
1976-16	Report to the Membership, etc.	June 30, 1976

Appendix C
List of Members

ALABAMA

Auburn University
Auburn
Jacksonville State University
Jacksonville
Troy State University
Troy
University of Alabama
Birmingham
University of Alabama (*)
Huntsville
University of Alabama
University
University of South Alabama
Mobile

FLORIDA

Brevard Community College
Cocoa
Broward Community College
Fort Lauderdale
Central Florida Community College (**)
Ocala
Florida Agricultural & Mechanical University
Tallahassee
Florida Atlantic University
Boca Raton
Florida International University
Miami
Florida Junior College
Jacksonville
Florida State University
Tallahassee
Florida Technological University
Orlando
Indian River Community College (**)
Fort Pierce
Jacksonville Public Library
Jacksonville
Lake Sumter Community College (**)
Leesburg
Manatee Junior College (**)
Bradenton
Miami-Dade Community College
Miami
Miami-Dade Public Library
Miami
North Florida Junior College (**)
Madison
Okaloosa-Walton Junior College (**)
Niceville
Orlando Public Library
Orlando
Palm Beach Junior College
Lake Worth
Polk Community College (**)
Winter Haven
Seminole Junior College (*)
Sanford
State Library of Florida
Tallahassee
Tallahassee Community College (**)
Tallahassee
Tampa-Hillsborough Public Library
Tampa
University of Florida
Gainesville
University of Miami
Coral Gables
University of North Florida
Jacksonville
University of South Florida
Tampa
University of West Florida
Pensacola
Valencia Community College
Orlando

GEORGIA

Abraham Baldwin Agricultural College
Tifton
Agnes Scott College (CL)
Decatur
Armstrong State College
Savannah
Augusta College
Augusta
Columbia Theological Seminary (CL)
Decatur
Emory University
Atlanta
Fernbank Science Center (CL)
Atlanta
Fort Valley State College
Fort Valley
Georgia College
Milledgeville
Georgia Department of Education
Division of Public Library Services
Atlanta
Georgia Institute of Technology
Atlanta
Georgia Southern College
Statesboro
Georgia Southwestern College
Americus
Georgia State University
Atlanta
Kennesaw Junior College
Marietta
Macon Junior College
Macon

Medical College of Georgia
Augusta
Mercer University
Macon
Middle Georgia College
Cochran
North Georgia College (*)
Dahlonega
University of Georgia
Athens
Valdosa State College
Valdosta
West Georgia College
Carrollton

KENTUCKY

Asbury College (CL)
Wilmore
Asbury Theological Seminary (CL)
Wilmore
Eastern Kentucky University
Richmond
Kentuckiana Metroversity, Inc. (CL) (*)
Louisville
Kentucky Department of Library and Archives
Frankfort
Northern Kentucky University
Highland Heights
Southern Baptist Theological Seminary
Louisville
Thomas More College
Ft. Mitchell
University of Kentucky
Lexington
University of Louisville
Louisville

LOUISIANA

Louisiana State University
Baton Rouge
Loyola University
New Orleans
McNeese State University
Lake Charles
New Orleans Public Library
New Orleans
Northeast Louisiana University
Monroe
Tulane University
New Orleans
Southeastern Louisiana University
Hammond
University of New Orleans
New Orleans
University of Southwestern Louisiana
Lafayette

MISSISSIPPI

Mississippi State University
Mississippi State

NORTH CAROLINA

Appalachian State University
Boone
Bowman Gray School of Medicine
Winston-Salem
Davidson College
Davidson
East Carolina University
Greenville
Elizabeth City State University
Elizabeth City
Fayetteville State University (**)
Fayetteville
North Carolina Agricultural &
Technical State University
Greensboro
North Carolina School of the Arts (CL)
Winston-Salem
North Carolina State Library
Raleigh
North Carolina State University
Raleigh
Southeastern Baptist Theological Seminary
Wake Forest
University of North Carolina
Asheville
University of North Carolina
Chapel Hill
University of North Carolina
Charlotte
University of North Carolina
Greensboro
University of North Carolina
Wilmington
Wake Forest University (CL)
Winston-Salem
Western Carolina University
Cullowhee
Winston-Salem State University (CL)
Winston-Salem

SOUTH CAROLINA

Baptist College at Charleston
Charleston
Clemson University
Clemson
College of Charleston
Charleston
Francis Marion College
Florence
Richland County Public Library
Columbia

South Carolina State College
Orangeburg
State Library of South Carolina
Columbia
University of South Carolina
Columbia
University of South Carolina
School of Medicine
Columbia
Winthrop College
Rock Hill

TENNESSEE

Austin Peay State University
Clarksville
Joint University Libraries
Nashville
Middle Tennessee State University
Murfreesboro
Southern Missionary College (**)
Collegedale
Tennessee Technological University
Cookeville
University of Tennessee
Chattanooga
University of Tennessee
Knoxville
University of Tennessee
Martin
University of Tennessee
Nashville
University of the South
Sewanee

VIRGINIA

College of William & Mary
Williamsburg
Emory & Henry College
Emory
George Mason University
Fairfax
Old Dominion University
Norfolk
University of Richmond
Richmond
University of Virginia
Charlottesville
Virginia Commonwealth University
Richmond
Virginia Polytechnic Institute and State University
Blacksburg
Virginia State Library
Richmond
Washington & Lee University
Lexington

(*) not participating in shared cataloging module
(**) membership has been dropped
(CL) indicates a clustering member

Appendix D
Board of Directors
(July 1, 1975 through June 30, 1976)

Ray W. Frantz, Jr. (Chairperson), University of Virginia
Joseph F. Boykin, Jr., University of North Carolina at Charlotte
John T. Demos, University of Louisville
Robert C. Edwards, Clemson University
Carroll A. Gardner, Jr., Southern Regional Education Board
James F. Govan (Vice-Chairperson), University of North Carolina at Chapel Hill
Gustave A. Harrer (Treasurer), University of Florida
Paul C. Parker, State University System of Florida
Robert H. Simmons, West Georgia College
Charles H. Stevens, SOLINET
Joel A. Stowers (Secretary), University of Tennessee at Martin
Kenneth E. Toombs, University of South Carolina

Appendix E
Staff Members

G. Randall Cravey
Michele I. Dalehite
Anne Early
Leslie Gullatt
Henry G. Howell
Patsy Hudgins
Richard E. James
Camille Josey
Charles H. Stevens
Kenneth A. Thomas
Regina Thurmond
Cynthia A. Wilkinson
Velda Williams

Appendix F
Committees

Data Base Quality Control Committee

Suzanne Leary, University of North Carolina at Chapel Hill, Chairperson
Doris Bradley, University of North Carolina at Charlotte
Lillie Caster, North Carolina State University
Kenneth Thomas, SOLINET
Homer Walton, Jr., University of South Carolina

Financial Advisory Committee

William E. Elmore, University of Florida, Chairperson
Bernard A. Daetwyler, University of South Carolina

Gustave A. Harrer, University of Florida
Raymond T. Holmes, Jr., Virginia Commonwealth University
Charles H. Stevens, SOLINET

Funding Committee

Kenneth E. Toombs, University of South Carolina, Chairperson
Johnnie E. Givens, Austin Peay State University
John H. Gribbin, Tulane University

Membership Committee

John T. Demos, University of Louisville, Chairperson
Joseph F. Boykin, Jr., University of North Carolina at Charlotte
Robert H. Simmons, West Georgia College

Nominating Committee

I. T. Littleton, North Carolina State University, Chairperson
Leland M. Park, Davidson College
Kenneth E. Toombs, University of South Carolina

Special Committee on SREB Relations

Ray W. Frantz, Jr., University of Virginia, Chairperson
Gustave A. Harrer, University of Florida
Paul C. Parker, State University System of Florida

Technical Advisory Committee

Thomas McMullen, Georgia State University, Chairperson
Randall Cravey, SOLINET
Darrell Hickman, Clemson University
Daniel Killeen, Tulane University

Appendix G
Bylaws
(Amended May 13, 1976)

ARTICLE I.

MEMBERSHIP

Section 1. The charter members of SOLINET shall consist of all institutions in the ten states of Alabama, Florida, Georgia, Kentucky, Louisiana, Mississippi, North Carolina, South Carolina, Tennessee and Virginia who made firm commitments to participate before February 15, 1973 and who paid their initial membership fees by September 30, 1973. Membership shall be limited to non-profit institutions. Each SOLINET member shall be represented by such person as the institution shall designate from time to time.

Section 2. Dues and fees shall be set in such amounts, and according to such payment schedule as shall be recommended by the Executive Director, approved by the Board of Directors, and then approved by the Members at a membership meeting.

Section 3. A member may withdraw from SOLINET at the end of any fiscal year by serving notice in writing to the Executive Director at least four (4) months before the end of that year.

Section 4. A qualified applicant institution may be elected to SOLINET membership by an affirmative vote of the Board of Directors at any regularly scheduled Board meeting. The qualifications required for membership shall include:

a. Each applicant is a non-profit organization or institution of the type described in Section 501 (c) (3) of the United States Internal Revenue Code of 1954. (Amended May 13, 1976.)

b. Each applicant shall, in the opinion of a majority of the Board of Directors, be an institution that can make appropriate contributions to the SOLINET program.

c. Each applicant institution agrees to adhere to the SOLINET Bylaws and other regulations in effect at the time of joining SOLINET.

d. Each applicant institution shall have completed a current membership obligation document by signature of the appropriate official having authority to commit the applicant to the fiscal obligations of membership.

e. Each applicant institution shall provide for the payment of the initial membership fee and for the dues and fees current to that membership year as set forth in Article 1, Section 2. Dues and fees current for the fiscal year during which admission is granted shall be paid for the entire fiscal year irrespective of the date on which the membership is effective. (Amended May 15, 1975.)

Section 5. Any former member, excepting charter members who shall be allowed one (and only one) readmission without payment of additional membership entrance fee, shall be considered as a new applicant with no regard for previous payment of initial membership fee. (Amended May 15, 1975.)

ARTICLE II.

SERVICE

A SOLINET member may use the cataloging service and such other services as are provided by SOLINET only under the terms of a current and valid contract between SOLINET and the member for the service(s). The Executive Director shall sign such contracts for SOLINET; the official authorized to commit the member institution to fiscal agreements shall sign for the member. Members shall pay SOLINET for services rendered under any SOLINET contract not later than thirty (30) days after the billing date for any service or equipment furnished. (Amended May 15, 1975.)

ARTICLE III.

FISCAL YEAR

The SOLINET fiscal year shall be July 1 to June 30. The first full fiscal year shall begin July 1, 1973. The initial membership fee paid by charter members shall be for the period March 9, 1973 to June 30, 1974.

ARTICLE IV.

BOARD OF DIRECTORS

Section 1. There shall be a Board of Directors composed of eleven (11) voting members, nine (9) of whom shall be elected by the designated representatives of the SOLINET membership and two (2) to be appointed by the Southern Regional Education Board (SREB). Five (5) of the nine (9) members from the SOLINET membership shall be from the Association of Southeastern Research Libraries institutions. The Executive Director of SOLINET shall serve as an *ex-officio* non-voting member. The Executive Committee identified in the "Articles of Incorporation of the Southeastern Library Network" and the Board of Directors are one and the same. (Amended May 13, 1976.)

Section 2. The nine voting members from the SOLINET membership shall have staggered three-year terms. Initially, three of these Board members shall hold three-year terms, three shall hold two-year terms, and three shall hold one-year terms as elected at the March 9, 1973 membership meeting. The first regular terms begin July 1, 1973.

Section 3. Elections to fill expiring or vacant terms of SOLINET

representatives on the Board of Directors,shall be held at the annual membership meeting each year. The Chairman of the Board of Directors shall appoint a Nominating Committee of at least three members from the total membership. The Nominating Committee shall submit by mail to the membership at least thirty (30) days before the annual membership meeting at least one name for each vacancy on the Board of Directors. Additional nominations may be made from the floor. Any vacancy on the Board of Directors that occurs during the fiscal year shall be filled for the remainder of the fiscal year by action of the Board of Directors.

Section 4. The Board of Directors shall annually select its own Chairman, Vice-Chairman, Secretary, and Treasurer from among the nine elected members all to serve in these capacities for a fiscal year. Members may be reelected to offices. These officers shall serve as the officers of the Association.

Section 5. Each member of the Board of Directors shall have one vote in all matters coming before the Board. A quorum shall consist of six (6) voting members. (Amended May 15, 1975.)

Section 6. Members of the Board of Directors shall serve without compensation, but may be reimbursed from SOLINET funds for necessary travel and subsistence costs in connection with SOLINET business.

Section 7. Except as otherwise provided, the Board of Directors shall have corporate authority and control over all affairs of SOLINET, and shall prescribe and enforce all needful rules and regulations for the conduct of the business and affairs of SOLINET and the management of its property, subject to the provisions of its Articles of Incorporation, Bylaws, and the Memorandum of Agreement between SOLINET and SREB.

Section 8. The Board of Directors has the responsibility for selection and appointing as well as dismissing the Executive Director of SOLINET. The Board of Directors must also approve, upon recommendation of the Executive Director, the appointment of the Assistant Executive Director, the Technical Director, and the Chief Librarian. The salaries of the professional staff shall be approved by the Board of Directors. The salaries of the service staff shall be determined according to operating personnel and administrative policies of the agency having administrative and fiscal responsibilities to the Network.

Section 9. The Board of Directors may establish such committees as may be necessary for the operation and development of the Network. Members of such committees need not be limited to members of the Board of Directors nor to representatives of SOLINET members. Specialists from outside the SOLINET membership, including those whose compensation and/or expenses are determined and authorized by the Board of Directors, may be appointed to committees.

Section 10. The Board of Directors shall authorize the Executive Director to negotiate agreements and contracts with various groups and outside agencies as may be necessary, but must approve all such agreements.

Section 11. The SOLINET Board of Directors must approve program objectives, policies of the Network, and annual budgets for accomplishment of these objectives.

Section 12. The Board of Directors will advise the SOLINET Director on major committee and task group appointments.

Section 13. The Board of Directors will recommend guidelines for Network operation and subsequent modifications.

ARTICLE V.

OFFICERS

The duties of the several officers of the Corporation shall be as follows:

Chairman: The Chairman of the Board of Directors shall also be Chairman of the Corporation and shall preside at all Membership and Board of Directors meetings; he shall have general and active management of the Board of Directors and the affairs of the Corporation and shall see that all orders and resolutions of the Board of Directors and the Membership are carried into effect. He is responsible for calling regular and special meetings of the Membership and the Board of Directors for transaction of business in accordance with these Bylaws (Article VI., Sections 1 and 2).

Vice-Chairman: The Vice-Chairman shall be the presiding officer at Membership and Board of Directors meetings in the absence of the Chairman and, if necessary, fill the unexpired term of the Chairman.

Secretary: The Secretary shall attend all the meetings of the Membership and the Board of Directors, record all votes and the minutes of the proceedings of all meetings, and be responsible for providing copies of minutes, after approval by the Board of Directors, to the Executive Director, who shall distribute them to the membership.

Treasurer: The Treasurer shall arrange for the custody and continued management of SOLINET funds with the advice of the SOLINET Board of Directors. He shall arrange for a monthly statement and annual review of the management of all SOLINET funds. He shall obtain an annual audit of SOLINET funds and present such audit to the SOLINET Board of Directors for action.

ARTICLE VI.

MEMBERSHIP MEETINGS

Section 1. An annual meeting of the members for the transaction of

business shall be held at such time and in such place as announced in writing to each Member by the Chairman of the Board of Directors at least thirty (30) days in advance of the meeting.

Section 2. Special Membership meetings shall be called by him on petition by twenty-five per cent of the members. Notice of a special meeting must be sent to each member by the Chairman of the Board of Directors at least fourteen (14) days in advance of the meeting.

Section 3. At any Membership meeting, a majority of the membership shall constitute a quorum.

Section 4. The Chairman of the Board of Directors shall be the presiding officer at Membership meetings. In his absence, the Vice-Chairman shall be the presiding officer.

Section 5. At any Membership meeting, each member shall be entitled to one vote.

ARTICLE VII.

ADMINISTRATION

Section 1. Responsibilities of the Executive Director

a. The Executive Director shall have authority in all matters relative to the operation of SOLINET except where specifically limited by the Board of Directors and by official policies of SOLINET and/or any agency with which SOLINET may affiliate.

b. The Executive Director shall recommend to the Board of Directors annual budgets and shall be responsible to the Board of Directors for all expenditures of the Network.

c. He shall be responsible to the Board of Directors for program determination and development.

d. The Executive Director, with the advice and approval of the Board of Directors, shall regularly inform the members of SOLINET on financial and administrative responsibilities and on the general status and progress of SOLINET's activities. This will be done at Membership meetings, by circulation of the minutes of Board of Directors meetings, by newsletters, or any other appropriate means.

e. The Executive Director shall be responsible, with the Board of Directors, for raising funds through grants from funding agencies. He shall recommend the assessment of membership fees to the Board of Directors for approval before being submitted at any membership meeting and may be assisted in determining fees by a committee appointed by the Board of Directors (See Article IV., Section 9).

f. The Executive Director may negotiate agreements and contracts with various groups and outside agencies and establish operational and technical relationships for the Network. Final agreements with these

agencies must be approved by the voting members of the Board of Directors.

g. The Executive Director shall publish an annual report by the fall of each year covering the activities and financial reports for the preceding fiscal year.

Section 2. Staff

a. The Executive Director is responsible for selecting and hiring the professional staff of SOLINET, but the Assistant Executive Director, the Technical Director, and Chief Librarian must have the approval of the Board of Directors.

b. The service staff of SOLINET shall be employees of the agency having administrative and fiscal responsibilities to SOLINET and thus subject to the personnel and administrative policies of that agency, but the staff is responsible to the Executive Director of SOLINET for the performance of their duties.

ARTICLE VIII.

PARLIAMENTARY AUTHORITY

The rules contained in the following cited work shall govern SOLINET meetings in all cases which are applicable:

Robert, Sarah Corbin. *Robert's Rules of Order*, Newly Revised. Glenview, Ill., Scott, Foresman. Latest edition.

ARTICLE IX.

AMENDMENTS

These Bylaws may be amended at the Annual Meeting of the Membership by a two-third (2/3) vote of the members present and voting. Proposed amendments to the Bylaws must be submitted to the Chairman of the Board of Directors who is required to circulate them to the membership thirty (30) days prior to the Annual Meeting at which time they are to be voted on. Proposed amendments should be submitted to the Chairman of the Board of Directors in sufficient time to meet the deadline for mailing to the membership.

Appendix H
Memorandum of Agreement
Between The Southeastern Library Network and The Southern Regional Education Board

Introduction

This Memorandum of Agreement establishes procedures and conditions for regional cooperative activities in interlibrary network activities in the Southern region to be pursued jointly by the Southeastern Library Network (SOLINET) and the Southern Regional Education Board (SREB).

I. **Purpose**

SOLINET, in affiliation with SREB, shall establish and maintain an interlibrary network in the Southern United States which through the use of electronic data processing and telecommunications, shall increase the availability of the bibliographic records and resources of the Southern region.

II. **Agreement**

A. SOLINET agrees:

1. to expand its board of directors from 9 to 11 members, two of whom shall be continuing representatives of and appointed by SREB from term to term;
2. to select and appoint, as well as retain or dismiss, the executive director of SOLINET; and
3. to determine program objectives of the network and the policies and annual budgets for accomplishment of these objectives.

B. SREB agrees:

1. to appoint its two representatives to the SOLINET Board of Directors;
2. to assume over-all administrative and fiscal responsibilities for the Network, subject to the policies, program objectives and annual budget determined by the SOLINET Board of Directors, to include

a. assuming custody and management of funds then in possession of SOLINET and future collecting and disbursing of funds from various sources for the network, with appropriate monthly accounting of such activities to SOLINET; on the condition that said funds be collected, disbursed and managed only in

pursuit of specific SOLINET program objectives and within the SOLINET approved annual budget;

b. investing SOLINET funds within guiding principles stated by SOLINET, with interest from such investments credited to SOLINET;

c. developing in cooperation with SOLINET such relationships and arrangements as necessary to operate the Network;

d. soliciting jointly with SOLINET funds for effective operation of the Network as determined by the SOLINET Board of Directors; and

e. locating the network staff with SREB, such staff operating under personnel and administrative policies for SREB staff and various other special projects.

III. **Duration of this Agreement**

A. This Memorandum of Agreement shall become effective on March 14, 1974.

B. This Memorandum of Agreement shall be reviewed biennially, with automatic renewal for the same term unless notice to terminate is given.

C. Either party may withdraw from this agreement on six months' written notice to:

Chairman, SOLINET Board of Directors
Southern Regional Education Board
130 Sixth Street, N. W.
Atlanta, Georgia 30313

President
Southern Regional Education Board
130 Sixth Street, N. W.
Atlanta, Georgia 30313

Appendix I.
Financial Statements and Auditors' Opinion

HASKINS & SELLS
CERTIFIED PUBLIC ACCOUNTANTS
35 BROAD STREET, N.W.
ATLANTA, GEORGIA 30303

Southeastern Library Network, Inc.:

We have examined the balance sheet of Southeastern Library Network, Inc. as of June 30, 1976 and 1975 and the related statements of revenues, expenses, and fund balance and changes in financial position for the years then ended. Our examination was made in accordance with generally accepted auditing standards and, accordingly, included such tests of the accounting records and such other auditing procedures as we considered necessary in the circumstances.

In our opinion, the aforementioned statements present fairly the financial position of Southeastern Library Network, Inc. at June 30, 1976 and 1975 and the results of its operations and changes in financial position for the years then ended, in conformity with generally accepted accounting principles applied on a consistent basis.

Haskins & Sells

September 7, 1976

SOUTHEASTERN LIBRARY NETWORK, INC.

BALANCE SHEET

JUNE 30, 1976 AND 1975

	1976	1975
ASSETS		
CURRENT ASSETS:		
Cash	$ 81,084	$ 89,458
United States Treasury Bills	1,054,126	660,755
Accounts receivable from member libraries:		
Products and services	300,628	248,276
Membership dues and fees	36,525	
Advance payments to The Ohio College Library Center for services to be received	108,607	186,026
Other assets	1,350	1,600
Total current assets	1,581,720	1,186,115
FURNITURE AND EQUIPMENT (net of accumulated depreciation of $2,468 in 1976 and $495 in 1975)	18,623	12,802
TOTAL	$1,600,343	$1,198,917
LIABILITIES		
CURRENT LIABILITIES:		
Accounts payable and accrued	$ 187,143	$ 195,520
Unearned revenue:		
Advance collections from member libraries for services to be rendered	511,710	211,581
Membership dues	750	600
Total current liabilities	699,603	407,701
FUND BALANCE:		
Designated by the Board of Directors for development of a library network and computer center (Note 3)	600,000	600,000
Undesignated	300,740	191,216
Total fund balance	900,740	791,216
TOTAL	$1,600,343	$1,198,917

See the Notes to Financial Statements.

SOUTHEASTERN LIBRARY NETWORK, INC.

STATEMENT OF REVENUES, EXPENSES, AND FUND BALANCE
FOR THE YEARS ENDED JUNE 30, 1976 AND 1975

	1976	1975
REVENUES:		
Services and products:		
Sales to member libraries	$2,051,286	$725,272
Direct costs of services and products	1,812,418	713,156
Net operating revenues	238,868	12,116
Other revenues:		
Membership dues	17,250	
Initial membership fees	75,618	47,980
Donated services (Notes 1 and 5)	74,825	77,550
Interest	47,685	59,267
Grants	3,400	6,600
Other	4,074	3,400
Total	461,720	206,913
EXPENSES:		
Salaries of staff	137,126	81,222
Deferred annuity and group insurance premiums, social security taxes, etc.	19,642	13,668
Fees for part-time consultants and assistants	3,255	4,093
Travel and conferences of staff, temporary committees, part-time consultants, etc.	35,083	31,920
Office operations	39,644	22,329
Rent, maintenance, and utilities	21,686	12,137
Depreciation of furniture and equipment	1,981	495
Professional services	14,741	7,422
Donated services (Notes 1 and 5)	74,825	77,550
Other	4,213	247
Total	352,196	251,083
REVENUE IN EXCESS OF (LESS THAN) EXPENSES	109,524	(44,170)
FUND BALANCE, BEGINNING OF YEAR	791,216	835,386
FUND BALANCE, END OF YEAR	$ 900,740	$791,216

See the Notes to Financial Statements.

SOUTHEASTERN LIBRARY NETWORK, INC.

STATEMENT OF CHANGES IN FINANCIAL POSITION
FOR THE YEARS ENDED JUNE 30, 1976 AND 1975

	1976	1975
SOURCE (USE) OF WORKING CAPITAL:		
Operations:		
Revenue in excess of (less than) expenses	$109,524	$(44,170)
Depreciation expense	1,981	495
Total	111,505	(43,675)
Additions to furniture and equipment	(7,802)	(13,297)
NET INCREASE (DECREASE) IN WORKING CAPITAL	$103,703	$(56,972)
CHANGES IN ELEMENTS OF WORKING CAPITAL:		
Increase (decrease) in current assets:		
Cash	$ (8,374)	$ 73,485
United States Treasury bills	393,371	(168,581)
Accounts receivable:		
Products and services	52,352	248,276
Membership dues	36,525	
Advance payments to The Ohio College Library Center	(78,019)	186,026
Other	(250)	1,600
Total	395,605	340,806
Less increase (decrease) in current liabilities:		
Accounts payable and accrued	(8,377)	192,480
Advance collections	300,129	204,698
Membership dues	150	600
Total	291,902	397,778
INCREASE (DECREASE) IN WORKING CAPITAL	103,703	(56,972)
WORKING CAPITAL, BEGINNING OF YEAR	778,414	835,386
WORKING CAPITAL, END OF YEAR	$882,117	$778,414

See the Notes to Financial Statements.

SOUTHEASTERN LIBRARY NETWORK, INC.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEARS ENDED JUNE 30, 1976 AND 1975

1. ORGANIZATION AND SIGNIFICANT ACCOUNTING POLICIES

Southeastern Library Network, Inc. (SOLINET) provides computerized bibliographic services and library catalog cards to its member libraries, generally, on a direct-cost-plus-surcharge basis. The direct costs of such services and products consist of costs billed by The Ohio College Library Center and telephone communication costs.

Donated services are recorded when the following circumstances exist:

The services performed are a normal part of the SOLINET program and would otherwise be performed by salaried personnel.

SOLINET exercises general control over the employment and duties of the donors of the services, within SOLINET'S policies and program objectives.

SOLINET has a clearly measurable basis for the amount.

United States Treasury bills are stated at cost plus accrued discount.

Furniture and equipment are stated at cost less accumulated depreciation. Depreciation is computed by the straight-line method based on the estimated useful lives of the classes of depreciable property, generally ten years for furniture and six years for equipment.

2. TAX STATUS

SOLINET is exempt from federal income tax under Section 501(c) (3) of the Internal Revenue Code. Donors may deduct contributions to SOLINET as provided in Section 170 of the Code. The Internal Revenue Service has issued a ruling stating that SOLINET will be treated as a publicly supported organization of the type described in Section 509(a) (1) of the Code and not as a private foundation.

3. GRANT FOR DEVELOPMENT

In 1974 SOLINET received a $600,000 grant from the Andrew W. Mellon Foundation to assist in the development and initial operation of a computer-based library network in the southeastern United States. This amount has been designated by the Board of Directors for development and extension of new services.

4. PENSION PLAN

SOLINET has a contributory pension plan for eligible employees which provides for the purchase of individual deferred annuity contracts from Teachers Insurance and Annuity Association of America. Pension expense was $6,748 in 1976 and $4,707 in 1975.

5. DONATED SERVICES

Southern Regional Education Board has donated administrative and fiscal services to SOLINET under a memorandum of agreement. Volunteers have donated their services in developing technical programs and in budget planning for future network growth. They have also served without compensation as consultants to the staff on a variety of operational problems. These services have been accounted for as donations at their estimated value.